

# Making Over the Rewards Function to Address the Future Workforce

Featuring:

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Dept.	Salary (Annual)
Dev	142,800
Eng	\$162,433
Op	\$89,395
Op	\$92,700
Dev	172,857
Dev	\$103,750
Eng	\$120,553
Dev	\$190,775
Eng	\$140,600
Sale	\$113,542



ENTERTAINMENT 03/01/2017 09:44 am ET | Updated Mar 01, 2017

## ‘Big Bang Theory’ Leads Taking Pay Cuts So Female Co-Stars Can Get Raises

Mayim Bialik and Melissa Rauch currently make 20 percent of what their co-stars do.

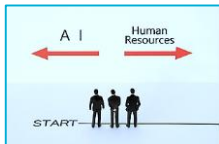


## Workplace



- Anywhere, anytime, any device
- Global, regional, local
- Leveraging collaboration
- Blurring of work and life
- Belonging and identity
- Virtual attendance
- Designed using social and dynamic network analysis

## Workforce



- Tech talent shortages
- Increased diversity
- Workforce segmentation
- Just-in-time hiring or training
- Repurposable and flexible
- Multi-generational
- Permanent vs. Transient
- Rapid skill transitions
- Belonging and identity
- Trust, loyalty and values
- Teams optimized for success
- Self-directed/self-managed
- Attitudinal/Cultural fit
- Skills pre-certification vs. education and experience

## Work



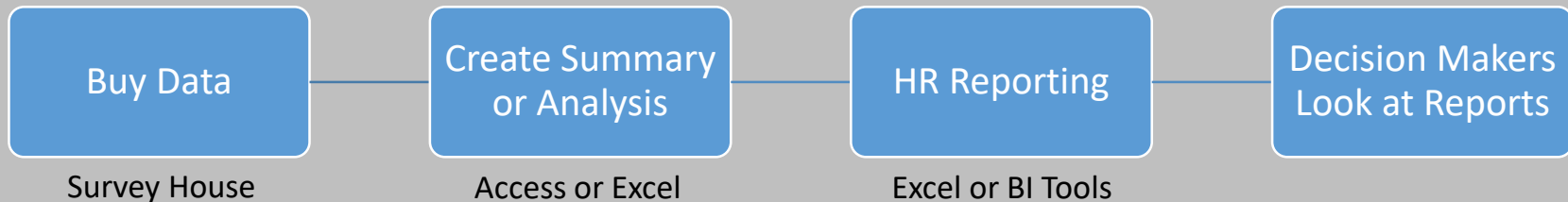
- Increasing automation
- Data-informed processes
- Structured for top efficiency
- Increased worker productivity
- All work includes technology
- General skills vs. specialization
- Work skills segmentation
- Job and work customization
- Value-added metrics tracking
- Boundryless and unconstrained
- Complex and nonroutine
- AI/ML work augmentation
- Gradual elimination of unions
- Optimized for human factors, ergonomics and behaviors

What Changes Should We Expect?

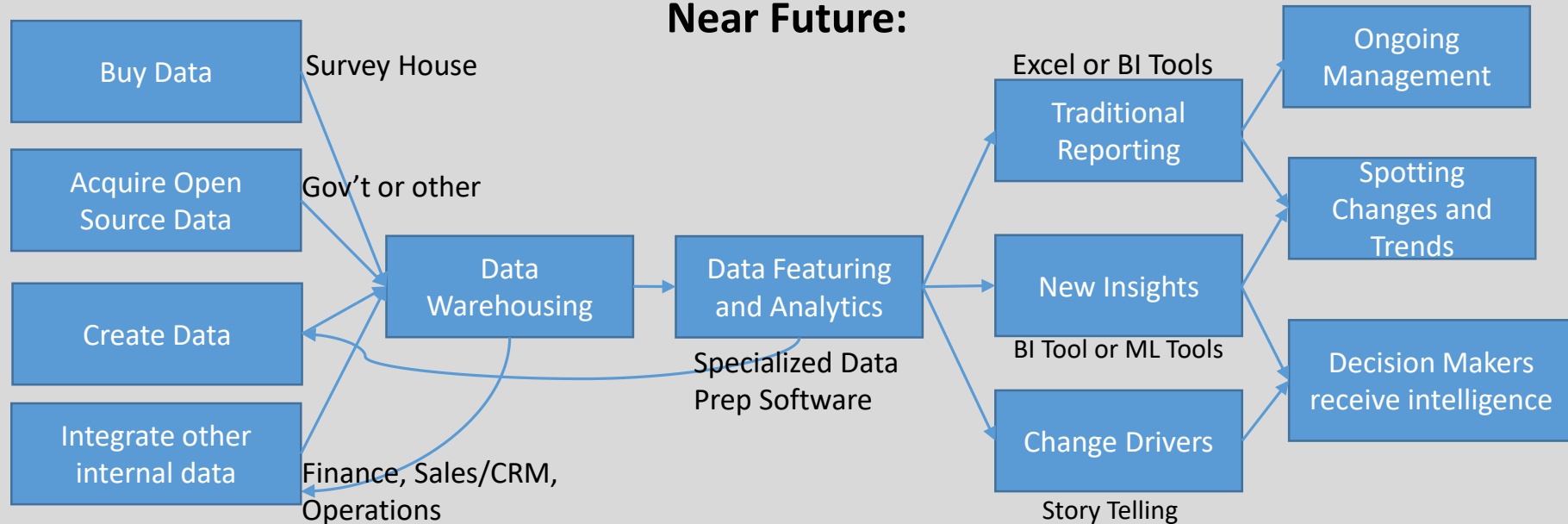
		Rewards	Rewards Functions	Rewards Professionals
Workplace		<ul style="list-style-type: none"> <li>Inclusive and purposeful intrinsic and extrinsic workplace rewards</li> </ul>	<ul style="list-style-type: none"> <li>Rewards delivery, comms, engagement – where, when and how employees want it</li> </ul>	<ul style="list-style-type: none"> <li>Decentralized and present (virtually or actually)</li> </ul>
				
Workforce		<ul style="list-style-type: none"> <li>Tailored/customized rewards</li> <li>Improved pay equity focus</li> <li>Rewards targeted to rapid cognitive skills retraining (w/neuroscience inputs)</li> <li>Reward/incentives designed to positively influence choice - in the employer and employee's best interests</li> </ul>	<ul style="list-style-type: none"> <li>Program framing and expectations-setting</li> <li>Targeted, customized comms</li> <li>Pay ebb/flow, fine-tuned to employee tolerance limits</li> <li>Rewards processes that bridge the perm. vs. trans. workforce – and reinforce the desired behaviors and outputs</li> </ul>	<ul style="list-style-type: none"> <li>Smaller comp/benefits staffs</li> <li>Greater crossover and use of joint teams (HR and non-HR)</li> <li>Improved speed and accuracy of planning, predictions, models and estimates</li> <li>Last bastion of HR outsourcing – for unique insights into work, business and organization culture</li> </ul>
				
Work		<ul style="list-style-type: none"> <li>Recognition/focus on greater emotional skills, creativity, high-level cognitive and HTA* skills</li> <li>Rebalancing wage levels based on likely future supply and demand i.e. less manufacturing vs. more health and care providers</li> </ul>	<ul style="list-style-type: none"> <li>Further movement toward the segmented / differentiated workforce investment pay model</li> <li>Offset with communications rationale that sustain needed workforce motivational levels</li> </ul>	<p><u>Future Rewards Professional Skills</u></p> <ul style="list-style-type: none"> <li>Broad and specific HR expertise</li> <li>Business mgmt. fundamentals</li> <li>Full-spectrum communications</li> <li>Interpersonal and consulting</li> <li>Citizen data scientist</li> <li>Macroeconomics fundamentals</li> <li>Behavioral science awareness</li> </ul>
				
		<p>Dream big, work hard smart</p>		
				

\* HTA – Hard-to-automate

## Typical Current State

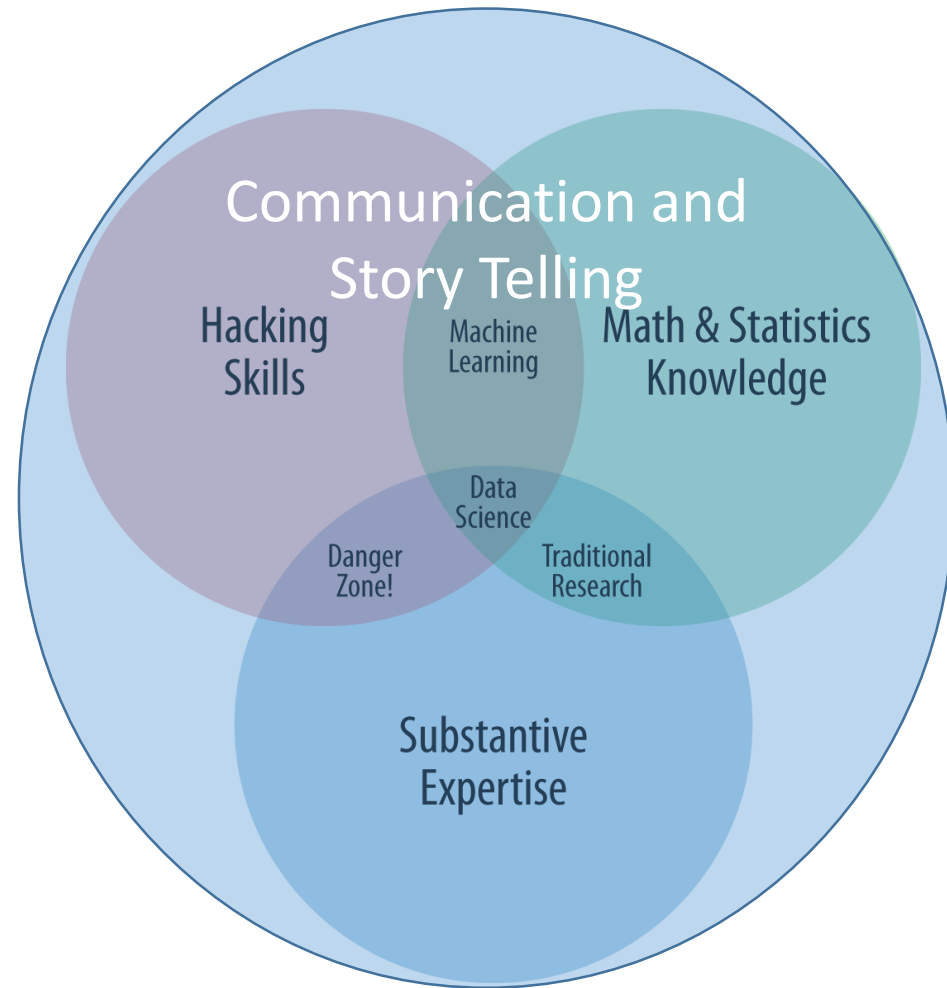


## Near Future:

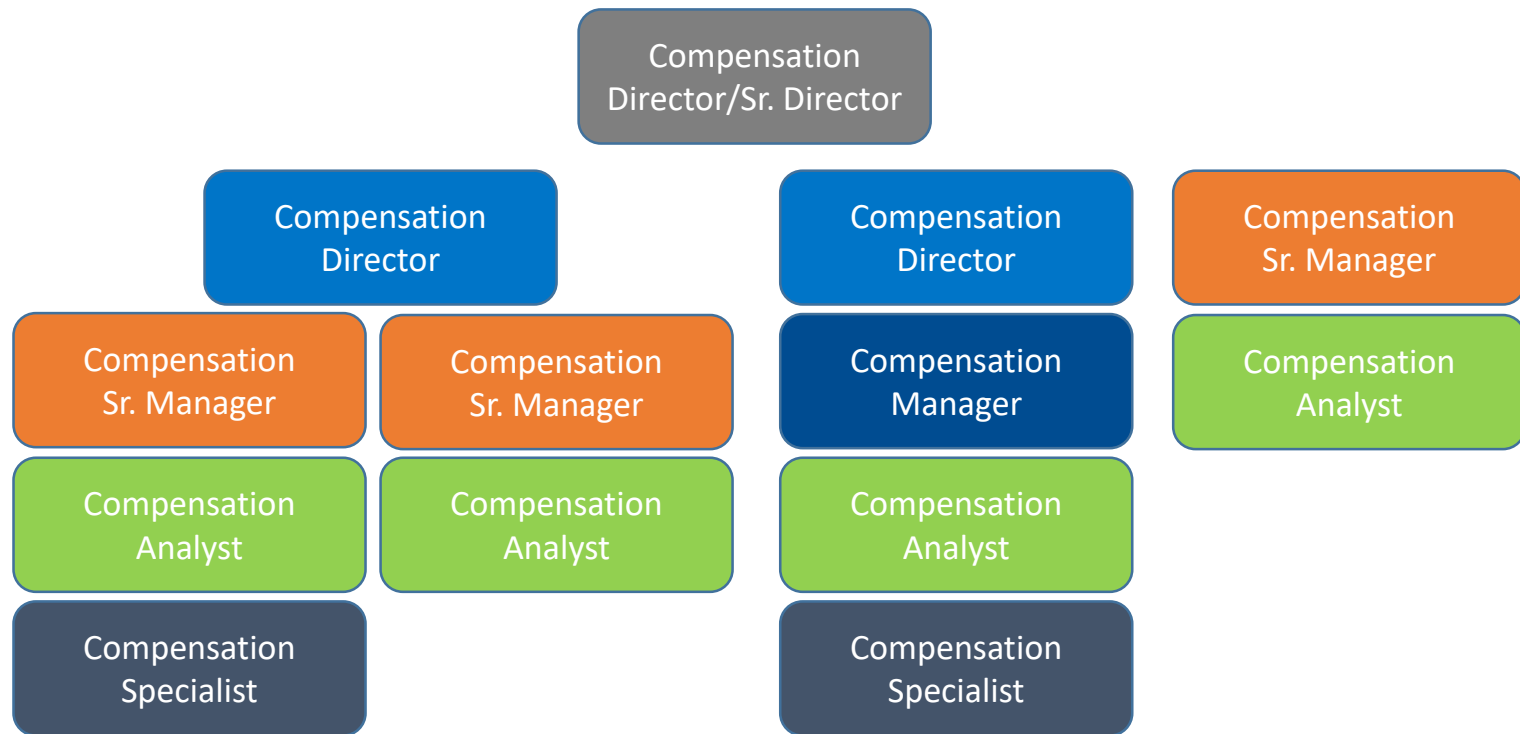


# Data Driven Talent

- Data Science/Analytics
  - Data Visualization
    - Microsoft BI, Tableau, Qlik, Microstrategy, etc.
  - Analytics
    - Python, R, KNIME, Alteryx, etc.
- Training
  - Business Knowledge/Expertise
  - Technical and Data skills
  - Statistics/Quantitative Skills
  - Communications/Story Telling



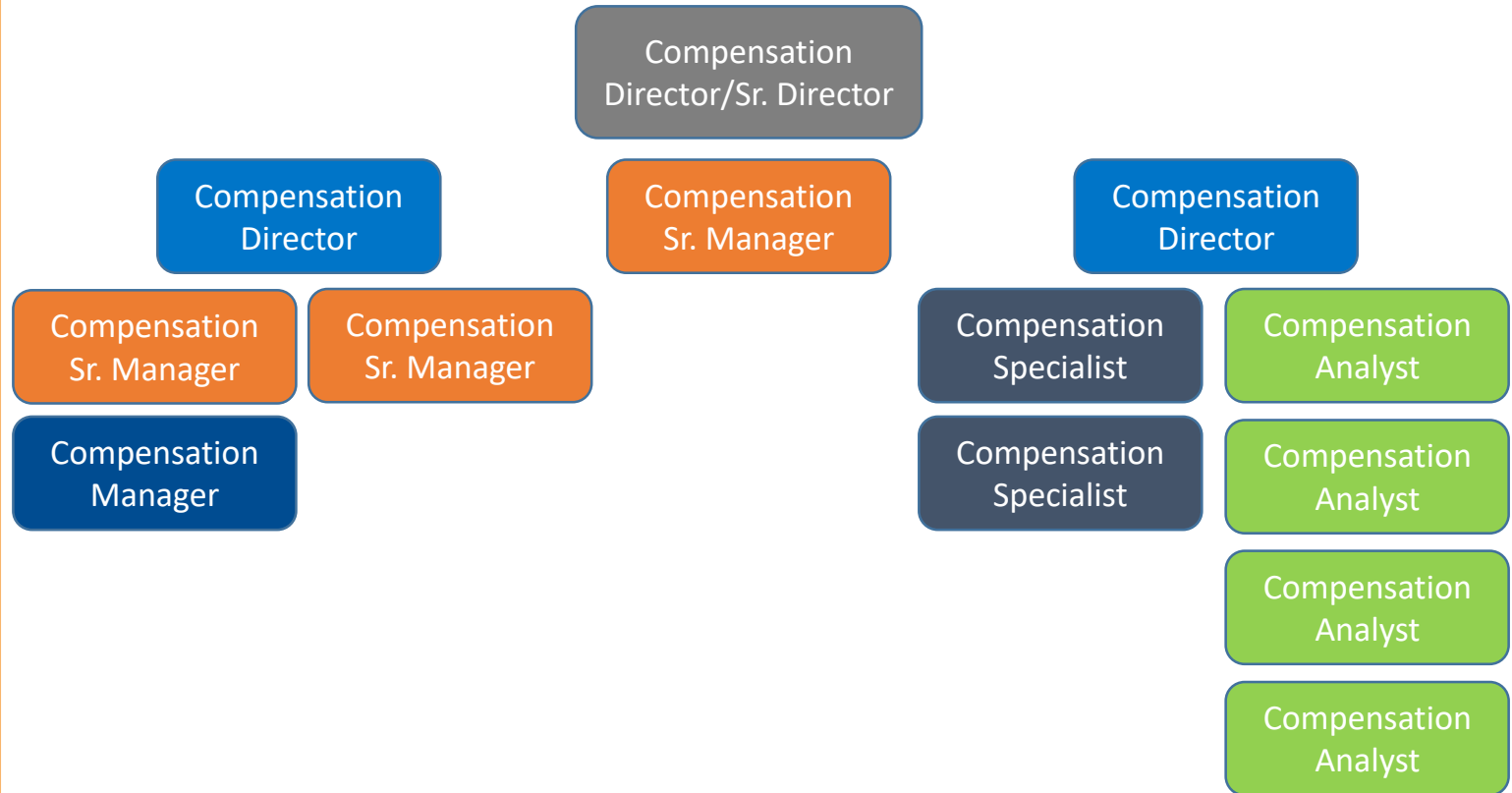
# Traditional Organizational Structure



- Silo teams
- Limited development opportunities
- “Double” work
- Business acumen

# Revised Organizational Structure

WorldatWork.  
**2018 TOTAL  
REWARDS**  
Conference & Exhibition



**WorldatWork.**



# Changing How The Work Gets Done

## Sr. Managers/ Managers

- Strategic
- Consultative
- Design
- Product focused
- Story tellers
- Integrated into the business
- Business facing
- Market and business SME
- Priority setters

## Analysts

- Product focused
- Cross functional
- Collaborators
- Data driven
- Modeling
- Risk/Benefit and ROI analysis
- Myth busting
- Simplification focus
- Tool/dashboard builders

## Specialists

- Cross functional
- Call center training
- Resource organizing
- SOPs
- Process improvement and simplification
- Problem solving